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ANNUAL ACTION PROGRAMS

of the

1975 MONTANA PLAN FOR CRIMINAL JUSTICE IMPROVEMENT

Montana Board of Crime Control  
Planning Bureau

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## INTRODUCTION: THE STRATEGIC PLAN





## INTRODUCTION:

To reduce crime and delinquency in Montana -- this is the goal of the Montana Board of Crime Control.

During the past six years, the "war on crime" has been more of a war on poverty, the poverty that existed in the criminal justice system as far as training, equipment, facilities, manpower, and information were concerned.

Now that the system is overcoming these deficiencies and data collection and utilization is more comprehensive, timely planning and funding can be selectively directed and applied to specific target areas experiencing significantly greater than average incidence of major crimes.

To effect this shift to crime-specific planning, the Board of Crime Control is implementing a results oriented system known as MBO, which will eventually be adapted even to local criminal justice agencies via training seminars and other technical assistance. The MBO system will provide objective criteria for measuring the success of the system by its impact on crime, guaranteeing accountability to the public.

### I. The Strategic Plan

The 1975 comprehensive plan is more democratic and long-range in design than its predecessors.

The Board of Crime Control called on each of its five Regional Advisory Councils to assess its needs within the criminal justice system. Needs and problems fell into the four major parts of the system, police, courts, corrections, and juvenile justice. Each region distributed its needs and problems among nine categories: manpower, training, education, equipment, facilities, workloads, operating standards, services, and information systems. Of the 36 needs and problems identified, each region selected its top three.

The planning committee of the Board incorporated these priorities into this plan and into its programming and funding decisions, and the Board of Crime Control gave its approval.

The planning committee chose burglary as the top priority for consideration in the 1975 strategic plan, and selected the three counties with the highest incidence of burglary (Yellowstone, Missoula, Cascade) as the target crime areas. Yellowstone and Missoula Counties were designated for 1975 crime target funds, and Cascade County deferred until 1976, when more adequate funds will be made available.

The committee also decided to institute a citizen survey to gather consumer opinion, and to maintain this mechanism to monitor consumer feedback in future years. Details are presently being developed.

A Functional Analysis Systems Technique (F.A.S.T.) diagram accompanies this narrative and illustrates the technique to be used in the target-crime areas.

Over the multi-year period (1975, 1976, 1977) additional funds will be made available to the target-crime areas; however, it is envisioned that no more than 30% to 40% of total available funds will ever be allocated for this purpose, to insure adequate funding for the other areas of the statewide criminal justice system.

A balanced approach of system improvement and crime-oriented funding will be established and maintained. No jurisdiction need fear lack of consideration or funding.

It is the firm belief of the Board of Crime Control that this plan is well conceived and that achievement of its ultimate goal of reducing crime and delinquency in Montana will result as competence and confidence in this strategy grows. Simply stated, "Whatever the mind of man can conceive and believe - it can achieve!"

## II. Standards and Goals

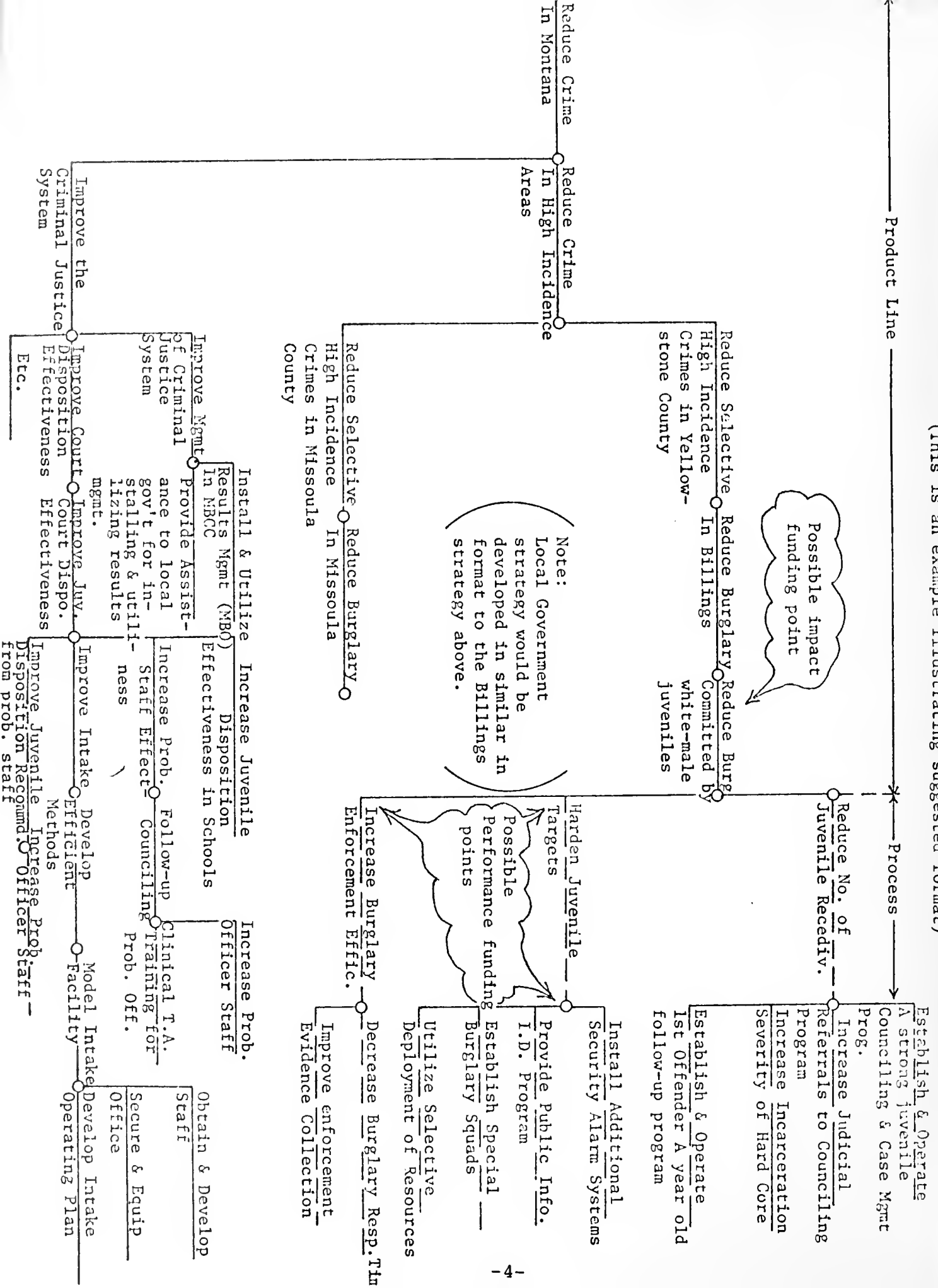
Where does Standards and Goals fit into this plan? It doesn't, for the simple reason that the standards and goals study is, at this writing, in an embryonic stage and has not produced any documented product.

The governor of Montana has appointed thirty-four members to the Montana Council on Criminal Justice Standards and Goals, and the Council has established five task forces (Police, Courts, Corrections, Information Systems, and Community Crime Prevention).

The Council held an orientation conference in December, 1974, and the task forces have just begun their work.

Subsequent comprehensive plans will include standards, both performance and process, in the development of the strategic plan and in the on-going improvement of the criminal justice system.

MBOC STRATEGIC PLAN  
(This is an example illustrating suggested format)



## Summary Reference to Action Programs

	<u>MANPOWER</u>	<u>LEAA</u>	<u>State or Local</u>	<u>Total</u>	<u>% /%</u>
A1	Replacement Manpower	9,000	1,000	10,000	90/10
A2	Post-Graduate Employment	54,000	54,000	108,000	90/10
					75/25
					50/50
					25/75
A3	Juvenile Probation	52,500	52,500	105,000	90/10
					75/25
					50/50
					25/75
A4	County Attorney Coordinator	20,000	2,222	22,222	90/10
A5	Clinical Services	36,000	4,000	40,000	90/10
A6	Police Cadets	9,000	3,000	12,000	75/25
A7	Volunteer Aux. Police	9,000	1,000	10,000	90/10
A8	P.O.S.T. Certified Manpower	27,000	27,000	54,000	50/50
A9	Corrections Administrator	27,000	3,000	30,000	90/10
A10	Courts Coordinator	<u>27,000</u>	<u>3,000</u>	<u>30,000</u>	90/10
	TOTAL	270,500	150,722	421,222	

### TRAINING

B1	Montana Law Enforcement Academy	175,000	19,444	194,444	90/10
B2	Prison In-Service	25,000	2,777	27,777	90/10
B3	Peace Officers Standards & Training	25,000	2,777	27,777	90/10
B4	Out-of-State	9,000	1,000	10,000	90/10
B5	Probation/Parole Officers	30,000	3,333	33,333	90/10
B6	Corrections Officers Standards & Training	4,500	500	5,000	90/10
B7	Juvenile Probation In-Service	3,600	400	4,000	90/10
B8	Judicial Conference	5,400	600	6,000	90/10
B9	County Attorney In-State	4,500	500	5,000	90/10
B10	Clerks of Court	<u>900</u>	<u>100</u>	<u>1,000</u>	90/10
	TOTAL	282,900	31,431	314,331	

<u>EDUCATION</u>		<u>LEAA</u>	<u>State or Local</u>	<u>Total</u>	<u>%</u>
C1	Law School Interns	65,500	7,277	72,777	90/10
C2	Public Education	18,000	2,000	20,000	90/10
C3	C.J.S. Interns	36,000	4,000	40,000	90/10
C4	Post-Secondary/Inmates	<u>22,500</u>	<u>2,500</u>	<u>25,000</u>	90/10
TOTAL		142,000	15,777	157,777	

<u>EQUIPMENT</u>					
D1	Equipment	142,500	47,500	190,000	75/25
D2	Juvenile Pre-Voc./Rehab.	<u>9,000</u>	<u>1,000</u>	<u>10,000</u>	90/10
TOTAL		151,500	48,500	200,000	

<u>FACILITY</u>					
E1	Group Homes	25,000	8,333	33,333	75/25
E2	Diagnostic Center	45,000	5,000	50,000	90/10
E3	Courts	22,500	22,500	45,000	50/50
E4	Juvenile Receiving Center	90,000	10,000	100,000	90/10
E5	Local Jails	<u>90,000</u>	<u>90,000</u>	<u>180,000</u>	50/50
TOTAL		272,500	135,833	408,333	

<u>WORKLOADS</u>					
F1	Prison Workload	4,500	500	5,000	90/10
F2	Police Workload	<u>9,000</u>	<u>1,000</u>	<u>10,000</u>	90/10
TOTAL		13,500	1,500	15,000	

<u>OPERATION STANDARDS</u>					
G1	Consolidation/S.I.P.	117,450	66,500	183,950	90/10& 50/50
G2	Target-Crime Areas	<u>140,150</u>	<u>15,572</u>	<u>155,722</u>	90/10
TOTAL		257,600	82,072	339,672	

<u>SERVICES</u>					
H1	Community Awareness C.J.S.	22,500	2,500	25,000	90/10
H2	Juvenile Intensive Counseling	9,000	1,000	10,000	90/10
H3	Youth Development Transition	<u>36,000</u>	<u>4,000</u>	<u>40,000</u>	90/10
TOTAL		67,500	7,500	75,000	

<u>INFORMATION SYSTEMS</u>	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>%</u>
I1 C.J.S. Information System	18,000	2,000	20,000	90/10
I2 Communications	154,000	51,333	205,333	75/25
I3 L.E.T.S.	100,000	11,111	111,111	90/10
I4 Statewide Police Operational Information Study	40,000	4,444	44,444	90/10
I5 Juvenile Information	<u>20,000</u>	<u>2,222</u>	<u>22,222</u>	90/10
TOTAL	332,000	71,110	403,110	

1975 PART E

J1 Community Residential Facilities & Services	<u>192,000</u>	<u>21,333</u>	<u>213,333</u>	90/10
TOTAL	192,000	21,333	213,333	





THE ANNUAL ACTION PROGRAMS - 1975



TITLE: Replacement Manpower (A-1)

OBJECTIVE: This program is to provide law enforcement agencies with 10 or fewer sworn officers as replacement while a regular officer attends the Montana Law Enforcement Academy.

IMPLEMENTATION: Law enforcement agencies with 10 or fewer sworn officers, demonstrating a financial need, will receive assistance to hire a retired or active officer willing to accept temporary employment as a replacement while a regular officer is attending either the Basic, Intermediate, or Legal school at the Montana Law Enforcement Academy.

SUBGRANT DATA: This program is designed for only those law enforcement agencies that have 10 or fewer sworn officers. It has been enlarged to cover either the Basic, Intermediate, or Legal schools.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	9,000	1,000	10,000	90/10

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to the one described on pages 50-53.

TITLE: Post-Graduate Employment (A-2)

OBJECTIVE: This program will provide subsidized employment for 6 to 10 L.E.E.P. graduates in law enforcement agencies which demonstrate a willingness to hire a graduate and financial ability to assume a portion of the cost of the program.

The benefits to the criminal justice system will be an immediate increase in manpower and a long-range increase in the level of law enforcement professionalism.

IMPLEMENTATION: Funds will be made available to agencies requiring manpower and financial support which express interest in employing Law Enforcement Education Program graduates with either an Associate Degree or a Bachelor's Degree.

Funding for salaries will be on a 3-year declining scale. The first year, federal funds will provide 75% of salaries to a 25% local fund match. The second year will be based upon a 50%-50% match, and the third year on a 25% federal and 75% local match. Travel, per diem, and operating expenses will be the responsibility of local government.

Should federal funds be reduced or terminated, the local governments participating in this program will be required to assume financial responsibility for personnel or terminate their employment.

SUBGRANT DATA: Eight to 12 subgrants will be made available to units of local government in the monetary range of \$4000 to \$6000, not to exceed \$54,000 totally.

Those local governments with a demonstrable manpower need and evidencing financial hardship in meeting those needs will be funded.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	54,000	54,000	108,000	75/25 50/50 25/75

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to that described on pages 50-53. The evaluation summary should stress the need for additional manpower and the time frame (implementation plan) for training and assignment of duties. Supporting data that would be pertinent might include caseloads of agency, crime offenses, and daily activities.

TITLE: Juvenile Probation Manpower Assistance (A-3)

OBJECTIVE: This program is designed to subsidize the employment of 11 deputy juvenile probation officers to reduce the caseload of individual officers to a level not greater than 50 cases. Three of the officers will be employed in communities not previously having juvenile probation service.

IMPLEMENTATION Eleven deputies having the minimum qualifications established by law will be hired. Each deputy will be under the direct supervision of a chief probation officer.

Funding will be limited to 75 percent of the actual salary. The remaining 25 percent of the salary and incidental expenses such as travel, per diem, and operating expenses will be the responsibility of the county. Subgrants will be awarded with the understanding that the federal share of the subsidy will decrease over a three-year period. Continuation funds will be available to participating counties willing to increase their share of the subsidy by 25 percent each year.

SUBGRANT DATA: Eleven subgrants to county governments are anticipated. Counties in judicial districts 1,3,4,8,11,12, 13, and 16 will be eligible for funding.

A total of 11 grants are anticipated under this program. All grants will be to county government.

Each subgrant is made with the understanding that the federal share of the project will decrease over a 3-year period. The first year funding will be 75% federal and 25% local. Continuation funds will be available if the grantee increases his proportionate share of the total project cost by 25% over the previous year. Second and third year funding will be based on a percentage of the first year's budget, thus raises and other salary increases are the responsibility of local government.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	52,500	52,500	105,000	75/25 50/50 25/75

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to that described on pages 50-53. The component should stress, first, the need for additional manpower, and, second, the time frame (implementation plan for training and assignment of duties). Data that would be pertinent might include past, existing, and anticipated caseloads, and information about duties.

TITLE: County Attorney Coordinator (A-4)

OBJECTIVE: A coordinator will be employed to develop appropriate training for prosecutors and to involve 75 percent of the state's county attorneys and their deputies in such training. The coordinator also will function as a legal resource person to prosecutors and will develop a clearinghouse for prosecutorial information exchange.

IMPLEMENTATION: Funding of this program will include the salary, travel, per diem, and necessary administrative expenses of the county attorney coordinator.

In addition to his training duties, the coordinator will assist in legislative matters, develop procedural manuals, and publish a newsletter regarding prosecutor's activities and legal matters of interest.

Although the coordinator is an employee of the Department of Justice, he also functions as the executive secretary for the Montana County Attorney's Association.

It is anticipated that a coordinated effort on the part of the county attorneys will result in a more consistent and effective prosecution effort in the 56 county attorney's offices.

Funding for this program will be on a declining basis over the multi-year period with the Department of Justice ultimately assuming financial responsibility for the program.

SUBGRANT DATA: One subgrant will be made to the Department of Justice in an amount not to exceed \$20,000.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	20,000	2,222	22,222	90/10

EVALUATION: The agency requesting continuation funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. The component should provide a detailed narrative of activities and accomplishments that occurred during the initial funding period.

TITLE: Clinical Services (A-5)

OBJECTIVE: This program is designed to continue the clinical services program of Montana State Prison.

IMPLEMENTATION: Activities planned for which funding may be requested include the continuation of a clinical services division at Montana State Prison. A full-time clinical psychologist is employed as project director. The University of Montana faculty and intern graduate students in psychology and sociology are also utilized in the overall program.

Funding also may be requested by Mountain View School for Girls and Pine Hills School for Boys to expand clinical services to adequately process those juveniles admitted for 45-day evaluation. The current evaluation service, which was authorized in 1972, allows the juvenile courts to send a youth to the institution for 45 days without formal adjudication.

SUBGRANT DATA: Three subgrants are anticipated under this program. All subgrants will be awarded to the Department of Institutions for the prison (\$18,000), Pine Hills School (\$9,000) and Mountain View School for Girls (\$9,000).

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	36,000	4,000	40,000	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Police Cadets (A-6)

OBJECTIVE: This program will provide subsidized employment for individuals between the ages of 17 and 22 who meet the minimum qualifications for employment as peace officers with an exception for age. The benefits to the criminal justice system will be to free sworn officers from office tasks and provide a source for future recruitment.

IMPLEMENTATION: Subsidized agencies will be those which demonstrate a willingness to hire a young person and the financial ability to assume a portion of the cost of the program. Funding for salaries will be on a 3-year declining scale based on the legal minimum wage. The first year federal funds will provide 75% of salaries to a 25% local fund match. The second year will be based upon a 50%-50% match, and the third year on a 25% federal and 75% local match.

SUBGRANT DATA: This program will be continued over the multi-year period (1975-1977) at approximately the same level of funding based upon the above matching formula. However, should federal funds be reduced or terminated, the participating local governments will be required to assume financial responsibility for the cadets or terminate their employment.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	9,000	3,000	12,000	75-25 50-50 25-75

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component similar to that found on pages 50-53. Contained in the evaluation component may be information concerning what type of work the cadet will be doing and whether this frees a sworn officer for more law enforcement-related duty.

TITLE: Volunteer Auxiliary Police (A-7)

OBJECTIVE: This program is designed to assist law enforcement agencies augment their regular force of sworn personnel and immediately help alleviate manpower shortages or cope with unique deployment problems.

IMPLEMENTATION: Since the auxiliary is a volunteer organization, funding will be available only for training and equipment (no salaries). Volunteer auxiliary police organizations to be funded under this program must be established in accordance with the guidelines set down by the Montana POST Council.



The auxiliary unit can be organized to enhance the utilization of sworn personnel in the areas of law enforcement and arrest by substituting civilian volunteers to handle non-arrest functions. With training the reserve officer can be utilized in traffic control, foot patrol, uniformed crime prevention (high visibility tactical work), surveillance, special events assignments, community relations assignments, burglary prevention surveys and operations, emergency rescue teams (not search and rescue as such), fire and crime scene protection, communications operators, teletype operators, crime analysis reports, handling neighborhood disputes, animal complaints, etc. As the reserve officer's proficiency increases, so might his area of responsibility.

SUBGRANT DATA: Funding will be limited to areas having a crime index rate over 3395 on a 90% federal - 10% local match ratio.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	9,000	1,000	10,000	90/10

EVALUATION: This program application should include a summary evaluation component similar to that explained on pages 50-53.

TITLE: P.O.S.T. Certified Manpower Employment (A-8)

OBJECTIVE: To provide subsidized employment to local law enforcement agencies for the hiring of P.O.S.T.-certified law enforcement personnel over a 2-year period (1975-1976).

The benefit to the criminal justice system will be an immediate increase in effective manpower.

IMPLEMENTATION: Funding will be for salaries only. Travel, per diem, and operating expenses will be the responsibility of local government. Financial assistance will be granted to agencies wishing to hire an individual who has been P.O.S.T.-certified prior to his employment. This program is designed for agencies which demonstrate the need and the willingness to assume full responsibility for the individual after the multi-year program is terminated.

SUBGRANT DATA: Subsidized employment under this program will be available only to jurisdictions having a crime index rate over 3395. Individuals to be employed must have been P.O.S.T.-certified prior to their employment.

This program will be continued over the multi-year period (1975-1976) at approximately the same level of funding. However, should federal funds be reduced or terminated, the local governments participating in this program will be required to assume financial responsibility for personnel or terminate their employment.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	27,000	27,000	54,000	50/50

EVALUATION: Agencies requesting funds under this program should include an evaluation component in the application similar to that described on pages 50-53. The evaluation summary should stress the need for additional manpower. Supporting data that would be pertinent might include caseloads, crime offenses, and daily activities.

TITLE: Corrections Administrator (A-9)

OBJECTIVE: To administratively create, as authorized by the policies of executive reorganization and with the consent of the Governor's Office, a division of corrections that would administratively control those correctional institutions and programs that currently are the responsibility of the Department of Institutions:

Further objectives are:

- (1) To create a central administration that would bring together, under one roof, a number of key managerial functions previously carried out to a large extent at the institutional level, but properly belonging in a central authority;

- (2) To develop stonger, closer ties between the services available to offenders while confined to institutions and those provided them upon their release into the community;
- (3) To improve communications among personnel within institutions, as well as between the institutional staff and community based correctional workers. The duties of the Division of Administrator will be as follows:

IMPLEMENTATION: One new position is anticipated to implement the proposed organization of existing correctional agencies within this department - the position of Division Administrator.

The Division Administrator would receive supportive services from the existing staff functions of the Department's central office such as Audit and Accounting, Research and Evaluation, Personnel, Legal Counsel, and other needed services.

The Division Administrator would be directly accountable and responsible to the Director of the Department of Institutions.

SUBGRANT DATA: One subgrant not to exceed \$27,000 will be made available to the Department of Institutions to implement this program.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	27,000	3,000	30,000	90/10

EVALUATION: The Department of Institutions should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Courts Coordinator (A-10)

OBJECTIVE: A courts coordinator will be employed by the Montana Supreme Court to coordinate the activities of judicial officers in Montana.

IMPLEMENTATION: Based upon a resolution drawn by the state's district judges to the Supreme Court of Montana, funds are being provided to establish a position entitled, "courts coordinator" with the Supreme Court of Montana.

A board of directors composed of two district judges and one supreme court justice will be instituted to supervise the activities of the coordinator.

Duties of the coordinator will not include any administration of or supervision and control of the district judges' time utilization, areas in which they work, or particular cases they are to hear.

The Courts Coordinator will assist the judicial branch of the state in areas such as:

1. Assuming the duties of budget and finance officer;
2. Presenting budget and financial needs of the various judicial officers to the legislature;
3. Presenting and following necessary legislation;
4. Disseminating information to all judges;
5. Assisting judges with subgrants for financial assistance from federal funds;
6. Developing and implementing training programs for judicial officers;
7. Implementing court improvement programs adopted by the Supreme Court of Montana;
8. Collecting and distributing court rules for both district courts and courts of limited jurisdiction;
9. Generally assisting all judges upon request.

This program will be funded over a 2-year period, during which time funding will become the responsibility of the State of Montana.

SUBGRANT DATA: One subgrant will be made to the Supreme Court of Montana in an amount not to exceed \$27,000.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	27,000	3,000	30,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Montana Law Enforcement Academy (B-1)

OBJECTIVE: This program is designed to continue and expand the high quality and amount of training at the academy based on law enforcement departmental needs, P.O.S.T. (Peace Officers Standards and Training) Council requirements, Supreme Court decisions, and new law enforcement techniques. This program will support the development of professionalization of Montana law enforcement.

IMPLEMENTATION: Funding will be requested to continue current schools, continuation of the regional training project, increase the basic course from 200 hours to 280 hours, add a new communications dispatch school, and implement the new P.O.S.T. intermediate and advanced courses.

Historically, the Board of Crime Control has projected future funding of the academy, but a reduction of support is in process. It is now projected that by the end of 1976 federal support will no longer be necessary for the operation and expansion of the academy.

SUBGRANT DATA: One subgrant will be made available to the Montana Law Enforcement Academy Bureau of the Department of Justice in an amount not to exceed \$175,000.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	175,000	19,444	194,444	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. In developing the component, particular attention should be directed to a historical sketch of law enforcement personnel trained over the past five years and expected accomplishments for the next 3 years.

TITLE: Prison In-Service Training (B-2)

OBJECTIVE: The principal objective of this program is to provide Montana State Prison employees with professional development training designed to develop, broaden, and improve basic professional skills.

IMPLEMENTATION: Funding will be requested for personnel and equipment to continue in-service training. The project will be implemented under a team concept basis. Each of 8 teams will be composed of 7 persons.

The training will cover advanced techniques in security, custody, and control as well as the basics of treatment programs.

Staff instructors will conduct approximately 100 of the training hours for each class. University staff will conduct the remaining 60 (approximate) hours of training.

The equipment necessary for this project is primarily audio and video training aids.

Montana State Prison is fortunate in having an adequate training facility available. The facility is jointly used by the prison and by the Montana National Guard.

SUBGRANT DATA: It is anticipated that one subgrant in the amount of \$25,000 will be awarded to Montana State Prison.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	25,000	2,777	27,777	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. The component should include an analysis of results achieved during the past two years in terms of numbers of officers trained and the net effect of the training. Specific objectives shall be established and an adequate data base included to provide a basis for further evaluation by the SPA.

TITLE: Peace Officers Standards and Training Council (B-3)

OBJECTIVE: This program is designed to support the minimum law enforcement standards program by providing staff salaries and operating expenses for the Council. Major activities of the Council in 1975 will include continuance of the regional training program for law enforcement in cooperation with the Montana Law Enforcement Academy in developing an executive level training curriculum for police chiefs and sheriffs.

IMPLEMENTATION: Funding will be requested for the continuation of staff salary support and operating costs at a reduced level.

The P.O.S.T. staff will continue its efforts to establish additional regional training centers. Video-cassettes and necessary equipment have been strategically located throughout the state to provide pre-recruit school and refresher training where required at the regional level. In 1975, funds will be utilized to strengthen and expand this system. Portions of the STAR Training Project will be implemented by integrating it with the present training provided statewide.

In recognition of the urgent need for executive development, a special training program has been developed and is designed to be provided to police administrators on a continual basis.

The Peace Officers Standards and Training Council is basically a regulatory body to control selection and training of law enforcement personnel through certification requirements and regulation enforcement. However, in its initial years it must serve as a catalyst for the development of innovative projects for the professional growth of law enforcement personnel. Through the cooperation of the Montana Law Enforcement Academy, such projects can be rapidly implemented. Ultimately, they will be incorporated into the academy's operations.

As the Peace Officers Standards and Training Council is clearly the responsibility of state government, the multi-year section of this plan indicates a definite plan to reduce funding. The final year for funding is 1975. This gradual transfer of financial burden will have eased the impact of the state's assumption of funding and allowed sufficient time for the necessary legislative appropriations.

Federal funding then can be channeled to areas of greatest need in the criminal justice system or utilized in crime-specific programs as they develop in coming years.

SUBGRANT DATA: One subgrant will be made available to the Peace Officers Standards and Training Council in an amount not to exceed \$25,000.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	25,000	2,777	27,777	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. This component should stress quantified accomplishments.

TITLE: Out-of-State Training (B-4)

OBJECTIVE: The objective of this program is to provide travel, per diem, and tuition for 30 to 50 criminal justice personnel to receive specialized training not available, but needed, within the state system. A secondary objective of this program is to develop a capability for specialized instruction at MLEA.

IMPLEMENTATION: Activities planned for which funding will be requested include travel, per diem, and tuition of personnel attending out-of-state schools.

Funds may be requested for attending such schools as the Federal Bureau of Investigation National Academy, Northwestern Traffic Institute, Delinquency Control Institute, National Training Institute, International Association of Chiefs of Police schools, National Sheriffs' Association seminars, and many other recognized training schools and academies.

Corrections personnel from both institutions and community-based operations also may apply for out-of-state schooling.

SUBGRANT DATA: Thirty to 50 subgrants ranging from \$100 to \$2,500 will be made to criminal justice personnel in a total amount not to exceed \$9,000.

Subgrantees will be encouraged to share their training experiences with their colleagues in-state by offering to instruct in local agencies and at the Montana Law Enforcement Academy.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	9,000	1,000	10,000	90/10



EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Probation/Parole Staff Training (B-5)

OBJECTIVE: This program is designed to establish a continuing in-service training program of approximately 80 hours for field officers of the Board of Pardons.

IMPLEMENTATION: Funding may be requested for personnel, development of teaching aids, and travel and per diem of officers and instructors. A continuing in-service program will be developed to supplement basic orientation training.

The 80 (approximate) hours training should increase the knowledge and effectiveness of the parole officer by providing direction and developing skills in field counseling, community involvement, legal knowledge, job placement, family relations, and a better understanding of modern concepts of community corrections. The program is also designed to standardize the pre-sentence investigation procedure and improve the officers' service to district courts in pre-sentence investigation and information gathering.

The training for this project will be provided by university professors and professionals in related areas such as district judges, county attorneys, sociologists, welfare agencies, employment agencies, and other probation and parole systems.

SUBGRANT DATA: One subgrant to the Montana Board of Pardons in the amount of \$30,000 is anticipated to implement the staff training.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	30,000	3,333	33,333	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component similar to that described on pages 50-53.

TITLE: Correctional Officers Standards and Training Council (B-6)

OBJECTIVE: The long range goal of this program is to establish a career development program for correctional personnel. Funding will be available for staff and operating costs of a council which will establish minimum standards for recruitment, training, and procedures for correctional personnel.

IMPLEMENTATION: Legislation is necessary to authorize a C.O.S.T. Committee and provide salary and budget for a professional staff to carry out the policy and directives of the committee. If this preliminary study shows that the program may be coordinated through the existing P.O.S.T. Council, legislation will not be necessary.

The correctional officers standards and training committee should be made up of approximately 8 persons from various segments of the criminal justice system, appointed by the Governor or the existing P.O.S.T. Committee.

The committee would set minimum standards of physical, educational, and mental fitness to govern the recruitment, selection, and appointment of correctional employees.

The committee also shall be responsible for certification of instructors and for training programs.

It is anticipated that the program will be on-going and require federal funding through 1977.

SUBGRANT DATA: The program will require one subgrant in the amount of \$4,500 to bring preliminary investigation of legislation and/or coordination with P.O.S.T.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	4,500	500	5,000	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Juvenile Probation Officers In-Service Training (B-7)

OBJECTIVE: The program will provide a minimum of 40 hours training in administration and/or treatment methodology to at least 50 percent of the juvenile probation officers.

IMPLEMENTATION: Funding may be requested for personnel, teaching aids, and travel and per diem to conduct the training.

Two training sessions are planned. A one-week training session will be held at Montana Law Enforcement Academy, focusing on administrative skills such as planning, budgeting, office management, community organization, public speaking, technical writing, and interviewing. A session of the school will focus on identifying clinical problems.

The clinical problems and other treatment programs will be the topic of the second session to be held in conjunction with the annual Montana Corrections Association meeting.

SUBGRANT DATA: One grant is anticipated to the Montana Corrections Association. A training committee of probation officers will make arrangements for the training program, and will be responsible for administering the project.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	3,600	400	4,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Judicial Conference (B-8)

OBJECTIVE: This program will provide for a multi-state meeting among judges of general trial jurisdiction. The conference will provide Montana judges an opportunity for training and discussion of court problems, solutions, and plans for modernization.

IMPLEMENTATION: The activities planned for which funding will be requested include travel and per diem for a regional conference.

Five states will be involved in the training session. Judges from Wyoming, North and South Dakota, and Idaho will also attend.

Travel and per diem for out-of-state participants will be provided by their respective states.

This type of multi-state training session should stimulate interest in improvement and modernization of Montana's court system.

SUBGRANT DATA: One subgrant not to exceed \$5,400 shall be made available to the Montana Supreme Court or to a sponsoring county government. The subgrant will handle travel and per diem expenses for Montana judges.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	5,400	600	6,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: In-State Training for County Attorneys (B-9)

OBJECTIVE: This program will provide one statewide and 2 or 3 local seminars concerning new legislation, criminal code changes, and methods of improving prosecutorial skills for county and deputy county attorneys. Each seminar will be attended by 30 to 40 prosecutors.

IMPLEMENTATION: Consultant fees, teaching aids, transportation, and per diem costs may be requested.

Under the direction of the County Attorney Coordinator, one statewide and 2 or 3 regional seminars will be arranged. The statewide seminar will be held at the Academy in Bozeman. Regional seminars will be sponsored by individual counties and open to prosecutors of surrounding counties.

The same training format will be followed each year through 1976; however, the subject content of training will change to fit the needs of county attorneys.

Effectiveness of criminal prosecution should show a marked improvement as a result of this training.

SUBGRANT DATA: One subgrant to the Montana Law Enforcement Academy and 2 or 3 subgrants to county government not to exceed \$4,500 total are anticipated.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	4,500	500	5,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Clerk of Court Training (B-10)

OBJECTIVE: This program is designed to provide all county clerks with the necessary training to record and report data on criminal trials. The data will be included in the criminal justice information system.

IMPLEMENTATION: This program is a cooperative effort between the Clerk of the Court Association and the Board of Crime Control. During the first year funds were requested for the development of uniform reporting forms, and a procedures manual, and for travel and per diem for clerks attending training workshops.

This second years funding is for travel and per diem for new clerks of court and additional training.

SUBGRANT DATA: One subgrant will be made to the Montana Clerk of Court Association not to exceed \$900.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	900	100	1,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Law School Interns (C-1)

OBJECTIVE: This program is designed to provide practical legal experience to approximately 35 law students through a 12-week internship in criminal justice agencies, county attorneys, police, corrections, and public defenders. A secondary goal is to provide additional manpower to participating agencies.

IMPLEMENTATION: Funding will be requested for a nominal salary, travel, per diem, and operating expenses for students participating in the program.

The students normally will spend 12 weeks of summer vacation in the intern program. The interns, second-year law students, will be placed in those agencies willing to participate by the county attorney coordinator. In agencies around Missoula, students may commute from school to work during the regular school year.

Through the program, students learn the realities of everyday criminal justice agency operations and gain responsibility by seeing their own impact upon the justice system.

Ideally, the program will recruit many of the participants to careers in prosecution, legal aid, or public defense.

The participating agencies in turn benefit from the research and other work done by interns.

Past reaction to the program has been unanimous support for continuation.

It is anticipated that financial support will be sustained at the present level over the multi-year period.

SUBGRANT DATA: Approximately 35 grants in varying amounts from \$1,200 to \$2,000 will be made to city and county governments. Subgrants will be coordinated by the county attorney coordinator, University of Montana Law School, and/or local governments.



SUBGRANT DATA: One subgrant not to exceed \$18,000 is anticipated for the SPA.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	18,000	2,000	20,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. The component should include some method of measuring the degree of improvement in terms of both the general public and the law enforcement community. The implementation plan should include the detailed methodology of providing technical assistance to local agencies.

TITLE: Criminal Justice Interns (C-3)

OBJECTIVE: This program is designed to provide 30 to 50 L.E.E.P. students with 12 weeks of practical experience working with a criminal justice agency. A secondary goal of the program is to gain acceptance of higher education as an important tool in upgrading the professional service of criminal justice personnel.

IMPLEMENTATION: Activities planned for which funding may be requested include nominal salaries, transportation, and per diem for interns and operating expenses of administering the program.

Students are placed in agencies by the L.E.E.P. faculty of each higher-education institution. A reporting schedule and close supervision are maintained between faculty and student, and academic credit is awarded for the work experience. The faculty and the agency administrator co-operate in insuring maximum utilization of the student's time.

This program has been beneficial to law enforcement agencies in past years in supplying needed manpower during the vacation season. It also has been effective in recruiting students to return to work in the Montana criminal justice system following graduation.



SUBGRANT DATA: Ten to 20 subgrants will be made available to units of local government to employ interns in an amount not to exceed \$36,000 total.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	36,000	4,000	40,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Inmate Post-Secondary Education (C-4)

OBJECTIVE: The objectives of this program are, first, to provide college-level education to qualified inmates of Montana State Prison, and second, intensive individual counseling to strengthen positive attitudes towards education and society in general.

IMPLEMENTATION: This program is the continuation of a successful 1973 pilot program. Funding will be requested for tuition, books, and supplies for participating inmates.

The American College Test is administered to determine eligibility and an analysis of test results is provided to each inmate tested. All testing, instruction, and individual counseling is done by faculty of the University of Montana.

It is anticipated that following third year evaluation and possible modification, the program will be funded through 1977.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	22,500	2,500	25,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. The SPA evaluation section shall assist the applicant in developing the evaluation component.

TITLE: Equipment (D-1)

OBJECTIVE: This program is designed to assist local criminal justice agencies in the acquisition of basic and specialized equipment necessary to routine operations but not available within the local budget.

IMPLEMENTATION: Local agencies apply to the regional planning council and state agencies directly to the State Board for equipment purchases. Each application is reviewed to determine if the equipment for which funding is requested is necessary to operations and whether it can be purchased through the operating budget of the requesting agency.

The state planning agency has prepared a list of minimum equipment needs. This list is used as a guide in determining the necessity of the equipment.

The Board also has established policies concerning equipment which should be purchased and maintained as a part of the routine operating expense of the agency.

SUBGRANT DATA: Requests from police, court, and correctional agencies at the state and local level are anticipated. As a broad range of equipment is necessary no limit to the amount or number of grants can be made. Funding will be made available in a ratio of 75%:25% federal to state or local match. Funding is not available for installation costs on any type of mobile (vehicle) equipment.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	142,500	47,500	190,000	75-25

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53.

TITLE: Juvenile Institutions Pre-Vocational and Rehabilitation  
Equipment (D-2)

OBJECTIVE: The purpose of this program is to assist the 3 juvenile correctional institutions in acquiring specialized equipment for pre-vocational training or special rehabilitation projects.

IMPLEMENTATION: Funding may be requested for a variety of equipment needed to teach these skills.

Each application will be reviewed by the state planning agency staff to determine the necessity of the equipment and the need for federal funds to purchase extraordinary equipment not provided for in the Institution's budget.

SUBGRANT DATA: Three subgrants, not to exceed \$10,000 total, are anticipated. Pine Hills School for Boys, Mountain View School for Girls, and/or Swan River Youth Forest Camp will be eligible for funding under this program.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	9,000	1,000	10,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53. The summary should include a provision for maintaining an adequate data base showing the number of juveniles involved in the training (including the type of training) and the method to be used in determining the value of success for the vocational training provided.

TITLE: Group Homes (E-1)

OBJECTIVE: This program is designed to provide assistance in expanding the state's network of juvenile group homes by one facility. The expanded network will provide an alternative to incarceration for 100 to 110 juveniles in 11 District Youth Guidance Homes.

IMPLEMENTATION: Funding may be requested for personnel, facility remodeling, equipment, and operating expenses.

Awards will be made through the Department of Institutions to local non-profit agencies. District Youth Guidance Homes are administered by a board of directors in a community. However, each home must meet standards established by the Department of Institutions.

State funds have been appropriated to maintain the 10 homes now in operation. An additional appropriation for maintenance of the new home is anticipated. Consequently, additional funds will not be necessary in the multi-year period.

SUBGRANT DATA: One subgrant to the Department of Institutions is anticipated. The Department of Institutions will then allocate the money to private, non-profit corporations.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	25,000	8,333	33,333	75-25

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Correctional Diagnostic Center (E-2)

OBJECTIVE: The objective of this program is to establish and maintain a diagnostic testing and evaluation center which would provide extensive medical and psychological evaluation of selected convicted felons in the state.

The completed evaluation will be used to determine the best method of rehabilitating that offender. The evaluation would be made available to the court prior to setencing.

IMPLEMENTATION: A site must be chosen for the center. Preferably, the site will offer some existing services and equipment and a central location to facilitate the transfer of prisoners.

Once the site is determined, the center can be equipped and staffed. Salaries, equipment, and operating costs may be requested.

It is anticipated that selected convicted felons would be sent to the center from 40 to 120 days. The evaluation would take place under close security. Medical as well as psychological assessments will be made.

An evaluation which includes the past history of the offender would be provided to the judge prior to sentencing.

It is expected that the program will continue indefinitely. Federal funding will be required through 1976.

SUBGRANT DATA: One subgrant in the amount of \$45,000 to the Department of Institutions is anticipated to provide for implementation of the center.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	45,000	5,000	50,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Court Facility Improvement (E-3)

OBJECTIVE: The objective of this program is the physical improvement of trial court facilities. Particular emphasis will be given to facilities for the use of witnesses, victims, and juries.

IMPLEMENTATION: Funding may be requested for renovation or improvement of any of the facilities used in District Court trials. Projects to provide or improve the facilities needed for the protection and segregation of witnesses, victims, and juries will be emphasized.

SUBGRANT DATA: One to 3 subgrants will be made available to district and/or municipal courts in a total amount not to exceed \$22,500.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	22,500	22,500	45,000	50/50

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Juvenile Receiving Center (E-4)

OBJECTIVE: The objective of this program is to provide a model juvenile facility for the temporary custody of juveniles awaiting disposition, foster home placement, or transfer.

IMPLEMENTATION: Funds may be requested for personnel, acquisition, and renovation of a facility, equipment and/or operating expenses for one model short-term facility. The model facility will be established under the supervision of a juvenile court and, in no circumstances, will be included in a county or city jail. Funds will not be available for facility construction.

Juveniles will be referred to the shelter by service agencies or the juvenile court. A maximum holding period will be established to insure a speedy disposition of the juvenile's case. Ideally, the facility will be used as a center for evaluations and other pre-disposition activities involving juvenile offenders.

Following evaluation of the model program, and any necessary revisions, state financial support will be sought for expansion of the program. The amount of federal involvement necessary through the multi-year period has not yet been determined.

SUBGRANT DATA: One or two subgrants, not to exceed \$70,000 are anticipated under this program. Subgrants will be awarded to county governments, and administered by Youth Court officials.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	90,000	10,000	100,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Local Jail Improvement (E-5)

OBJECTIVE: The program is designed to help alleviate sub-standard conditions in local jails.

IMPLEMENTATION: All local jail requests will be considered if the agency can show the improvement will aid in the humane detention of individuals in terms of safety, sanitation, and security. Funds will be allocated to those facilities which can document the need for such improvement.

SUBGRANT DATA: \$18,000 shall be available to each region for local jail improvement. The number of subgrants from the region shall be at the discretion of each Regional Advisory Council.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	90,000	90,000	180,000	50-50

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that on pages 50-53.

TITLE: Prison Workload Analysis (F-1)

OBJECTIVE: This program will provide for an analysis of current use of manpower at Montana State Prison and recommendations to improve the efficiency of manpower use in the future. The study will include recommendations for the amount and effective deployment of manpower needed at the existing and new prison facility.

IMPLEMENTATION: Funding will be requested for consultant fees, expenses, printing, and distribution of a prison workload analysis. Some out-of-state travel by prison employees will be necessary.

The consultants and existing staff will interview the prison administration and employees and examine the physical plant and records to find methods of improving the overall operational efficiency.

The survey results with attached recommendations will be given to the current administration for review and implementation.

No commitment for future grants in subsequent years will be necessary. However, a commitment for future federal funding may be necessary to implement the findings of the study.

SUBGRANT DATA: One subgrant in the amount of \$4,500 to the Department of Institutions is anticipated to provide for the workload analysis.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	4,500	500	5,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. The component should stress the method of implementing the study, include a detailed time-table and a plan for implementing the recommendations.

TITLE: Police Workload and Manpower Distribution Study (F-2)

OBJECTIVE: This program will fund an analysis of the workload and manpower deployment of one or two law enforcement agencies in major counties, with the goal of recommendations for improving patrol and manpower deployment procedures which can be adopted statewide.

IMPLEMENTATION: Funding may be requested for consultants' fees, operating expenses, printing, and distribution of the completed study. The county or counties in which the study is performed must meet the criteria to be set for the study base.

Recommendations from the analysis must formulate a patrol deployment system which is responsive to the demands for police service and consistent with the most effective use of patrol personnel.

The analysis of the workload should determine the nature and volume of demands for service and the time expended in these services by police personnel. Information obtained from this analysis should be used to establish priorities for the available man hours of patrol personnel. Emphasis of the proposed deployment system should be on crime reduction, apprehension, minimum response time, and equalization of workload among patrol personnel.

The model system should be applicable statewide. Multi-year funding necessary for this program will depend on the results of the initial study.



BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	9,000	1,000	10,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. The component should include a detailed description of the method of implementing the survey including a timetable.

TITLE: Consolidation and Special Cooperative Crime  
Impact Projects (G-1)

OBJECTIVE: The primary objective of this program is to encourage the consolidation, partial or total, of local law enforcement facilities, services, and operations by providing funding incentives.

The long-range objective of the program is to provide a more efficient police service to Montana citizens at a reasonable cost to local governments. Hopefully, the efficiency sought will provide a more professional and responsive service for local governments and the public and lead to reduction of crime.

IMPLEMENTATION: Local governments may request funds for surveys, planning, design, construction, and remodeling of facilities to execute total consolidation or cooperative service consolidation of detention, records, communication, investigation, and joint facilities.

Funds are being made available to those local governments interested in exploring the alternatives of consolidation and implementing such plans.

Consolidation, either partial or total, of law enforcement functions has been inaugurated in 10 counties in Montana. Montana law now provides for this local option to bring together local law enforcement agencies (county-city) either partially or in total.

Technical assistance to local governments studying consolidation alternatives is being provided by the Technical Assistance Division of L.E.A.A. in cooperation with the planning staff of the Board of Crime Control.

Funds allocated for this action year are being supplemented by a carryover balance from 1974 funds.

Over the remaining multi-year period, funds will be allocated according to the interest generated in this program by the prior year activities.

SUBGRANT DATA: One to 5 subgrants will be made to units of local government, the total amount of which will not exceed \$117,450.

No funding will be available unless a subgrantee has a documented commitment from local government and other agencies involved, and submits a preliminary plan to the SPA.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	117,450	66,500	183,950	90/10 50/50

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. The component should be quite detailed including a method for cost/benefit analysis and should first be submitted to the SPA in the proposal. Upon receipt of the component, the SPA evaluation division shall assist the applicant in fully developing the evaluation component.

TITLE: Target-Crime Areas (G-2)

OBJECTIVE: This program is to provide development and implementation funds to areas of high crime incidence selected by the Board of Crime Control.

IMPLEMENTATION: The Board of Crime Control has selected burglary as the target-crime, based upon current crime data analysis.

The areas selected for the development of specific crime impact projects are Billings (Yellowstone County), Missoula (Missoula County), and Great Falls (Cascade County).

Due to the insufficiency of available funds in this action year only Billings and Missoula will be funded, with Great Falls being deferred until the next (1976) action plan.

Funds will be provided to develop a crime impact strategy in both of the target-crime areas. All elements of the local criminal justice system will participate in the development and implementation of the strategy.

The initial steps in the project will be concerned with establishing a project coordinator for each target-crime area and providing the requisite training in the theory and design of a crime impact strategy.

Training will include basic management by objectives (MBO) theory and practice and will be provided for all participants in the development of the local strategy to reduce burglary in their respective areas.

Funding will be substantially increased over the multi-year (1975-1977) period to insure adequate funds to implement the strategies to inaugurate a similar project in Great Falls.

SUBGRANT DATA: Two subgrants will be made available to the target-crime areas. One subgrant each to Billings and Missoula in an amount not to exceed \$70,000 each. The aggregate amount for both target-crime areas shall not exceed \$140,000.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	140,150	15,572	155,722	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 50-53. The component should be quite detailed and submitted to the SPA in proposal form. Upon receipt of the SPA evaluation section shall assist the applicant in fully developing the evaluation component.

TITLE: Community Awareness, Criminal Justice Agencies (H-1)

OBJECTIVE: This program is designed to assist local law enforcement agencies in developing the capability to maintain public information programs by providing technical assistance and funding incentives to community involvement pilot programs.

IMPLEMENTATION: Funding may be requested for personnel, transportation, per diem, equipment, operating expenses, and hand-outs and/or display materials to encourage citizen understanding of and involvement in law enforcement activities.

Local law enforcement agencies which determine a problem area or a specific need for public cooperation may apply for funding. Campaigns for which funding is requested may be oriented to crime prevention, citizen cooperation, promotion of public trust or understanding, discouragement of delinquency, or any other purpose for which a need for improved interaction between law enforcement and the public can be demonstrated and an improvement of communication anticipated.

The state planning agency staff will assist the local agency in developing effective methods of communication and will coordinate local programs to avoid duplication of efforts.

Increased funding of this program through the multi-year period is anticipated. More programs and innovative themes will be introduced as needed. However, after a reasonable time, local agencies will be expected to assume responsibility for maintaining the program.

SUBGRANT DATA: A number of small grants ranging from \$500 to \$10,000 are anticipated. Local units of government demonstrating a specific need and/or a specific plan for improved communication are eligible for funding or technical assistance. Whenever feasible, the state planning agency will provide or recommend substitute material to eliminate costly duplications.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	22,500	2,500	25,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation componet in the application similar to that described on pages 50-53. The component should be quite detailed and submitted to the SPA in proposal form. Upon receipt the SPA evaluation section shall assist the applicant in fully developing the evaluation component.

TITLE: Intensive Counseling Services (H-2)

OBJECTIVE: The objective of this program is to reduce the incidence of juvenile recidivism by providing intensive counseling to seriously disturbed youth. Funding will be provided for 3 juvenile courts to supervise counseling programs which are far more intense than typical probation.

IMPLEMENTATION: Funds may be requested for personnel, consultant fees, transportation, per diem, and operating expenses.

Several approaches to altering the behavior patterns of youth will be used to implement this project. All of the youth participating in the project will be hard-to-reach youth who have not benefited from traditional probation. Strict records will be kept on the participating youth to determine the effectiveness of the program. The program approaches will consist of group counseling, outward-bound type experiences, family counseling, and intensive supervision.

SUBGRANT DATA: Three subgrants ranging from \$2,000 to \$4,000 are anticipated under this program. The funds will be granted to units of state or local government.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	9,000	1,000	10,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Youth Development Transition (H-3)

OBJECTIVE: The objective of this program is to promote the general development of youth and prevent juvenile delinquency in several Montana communities. The program will maintain worthwhile programs funded under the Youth Development and Delinquency Prevention Act of 1972 which would be terminated because LEAA has not received appropriations to implement the Juvenile Justice & Delinquency Prevention Act of 1974.

IMPLEMENTATION: Funding may be requested by projects that are currently receiving assistance under the Juvenile Delinquency Prevention and Control Act of 1972, administered in Montana by the Youth Development Bureau. Applications submitted under this program shall contain a statement from the Youth Development Bureau citing the history of the project and results of any evaluations conducted. The Youth Development Bureau will assist the Montana Board of Crime Control in monitoring these projects.

SUBGRANT DATA: Four or 5 subgrants will be awarded to units of local government or private non-profit corporations. Subgrantees shall be notified that this program is not included in the multi-year plan and future funding will depend upon appropriations for the Juvenile Justice & Delinquency Prevention Act of 1974.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	36,000	4,000	40,000	90/10

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to that described on pages 50-53.

TITLE: Criminal Justice Information System (I-1)

OBJECTIVE: The purpose of this program is to expand the capability of the state planning agency to gather and analyze information concerning criminal activity in Montana and the functioning of all parts of the criminal justice system.

The Criminal Justice Data Center currently collects statewide information on arrests, offenses known to the police, felony trial information, and prison admittances and releases. Planned expansion will include data concerning probation and parole.

IMPLEMENTATION: Funding will be requested to support ongoing computer applications, expenses incurred in the design and development of new systems or applications, and providing personnel support for new applications.

The Board of Crime Control is moving away from system improvements and more toward crime specific planning. In order for this to be successful the criminal justice data center will need to look at target crimes in more detail than has been the case to date. In addition any new information base must be programmed for rapid retrieval and flexible analysis.

SUBGRANT DATA: One grant to the SPA in the amount of \$18,000 is anticipated.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	18,500	2,000	20,000	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Communications (I-2)

OBJECTIVE: The objective of this program is the continued implementation of a statewide law enforcement communication system by supplying to state and local agencies equipment, services, and technical assistance necessary to upgrade radio communication to the level previously established in the overall communication plan.

IMPLEMENTATION: Funding will be requested for radio and auxiliary equipment such as repeater hardware, computer relays installation, and technical assistance from a communications consultant specified by the Montana Board of Crime Control.

Any equipment purchased must meet standards and prices set by the state purchasing agency. The MBCC communications consultant reviews each subgrant to determine that the requested equipment meets the specifications established in the state communication plan.

The Board of Crime Control contracts with the communications consultant to provide user assistance in licensing, frequency coordination, engineering trouble shooting, and preparing specifications for bidding. The consultant provides direction and technical assistance in all areas of communications improvement.

SUBGRANT DATA: One or two subgrants will be made to the Department of Administration and/or Montana State University for technical assistance. Additional subgrants will be made to state and local government units for equipment and services within the communication plan. Funding will not cover the installation costs of mobile (vehicle) communications equipment.

Funding will be on a 90% federal/10% local match ratio for repeaters only. All others (mobiles, portables, bases, etc.) will be on a 75% federal/25% local match ratio.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	154,000	51,333	205,333	90/10 (repeaters only) 75/25 (all others)

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Law Enforcement Teletype System (I-3)

OBJECTIVE: The objective of this program is to maintain, upgrade, and expand the use of the Montana Law Enforcement Teletype System.



IMPLEMENTATION: Funding will be requested for personnel, transportation, per diem, equipment, and operating expenses associated with the teletype system.

In 1973 the teletype system combined with the state's criminal identification and information bureau, installed computer switching equipment, and expanded its services to reach 9 additional areas. The present automated network consists of a computerized, general purpose, communications switcher; 58 terminals connected by over 3,000 miles of data grade teletype lines; an interface to NCIC and National LETS; and terminals in Idaho, Wyoming, and North Dakota that interface with their state networks.

In 1975 the system will continue its attempt to bring on-line each law enforcement agency in the state which has a 24-hour operation. The staff will encourage rural departments to install compatible terminals to interface with the nearest large department on-line.

SUBGRANT DATA: One subgrant not to exceed \$100,000 will be made to the Department of Justice, of which the teletype system is a bureau.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	100,000	11,111	111,111	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Criminal Justice Information System Services (I-4)

OBJECTIVE: This program has two principal objectives: to conduct a statewide study and analysis of Montana's Criminal Justice Information Systems and their current status and future prospects, and to develop a statewide plan that will insure compatibility of all operating systems and eliminate costly overlap.

After completing the study, funds will then be made available to allow agencies within the CJS to develop and implement information or operational systems to enhance their capability.

IMPLEMENTATION: The Montana SPA will assume the leadership for the statewide study. The study may be done by SPA staff and/or a consulting firm. It is anticipated that the study and plan could be completed within 6 months. Until such time as the plan is implemented there will be a moratorium on the purchase of computer hardware and software with LEAA funds.

SUBGRANT DATA: One grant will be made to the SPA to complete the statewide survey and analysis and to develop and implement a statewide information system plan.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	40,000	4,444	44,444	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.

TITLE: Juvenile Probation Officers Information System (I-5)

OBJECTIVE: The objective of this program is to provide juvenile probation officers throughout the state with a new computerized information system geared especially to their needs. The system will be designed to provide each probation officer specific summary reports that will enhance his ability to manage his day to day activities. In addition the system will supply the SPA with a wealth of new information relating to juvenile activity in the criminal justice system.

Juvenile probation officers will be heavily involved in the design of this program.

IMPLEMENTATION: Funding will be requested to support design and development activities, computer support, printing of input forms, and travel and per diem.

SUBGRANT DATA: One subgrant to the SPA in the amount of \$20,000 is anticipated.

BUDGET:

	<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
Part C	20,000	2,222	22,222	90/10

TITLE: Community Residential Facilities & Services (J-1)

OBJECTIVE: This program is designed to establish multi-purpose community residential facilities for offenders in the areas of pre-trial diversion, pre-release (school & work release) and post release, for rehabilitation and reintegration into society.

IMPLEMENTATION: Funding will be requested by the Montana Board of Pardons to establish facilities with the necessary equipment and manpower (including staff training) to accomplish the goal of successful offender re-integration. Initial activities planned for which funding will be requested include two to three centers which will house approximately 25 male and 5 female clients each for an average length of stay of ninety days.

SUBGRANT DATA: It is anticipated that one subgrant will be made available to the Montana Board of Pardons in an amount not to exceed \$192,000.

BUDGET:

<u>L.E.A.A.</u>	<u>State or Local</u>	<u>Total</u>	<u>Percentage</u>
\$192,000	21,333	\$213,333	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 50-53.



PROVISION FOR EVALUATION



## PROVISION FOR EVALUATION

The Montana Board of Crime Control has planned for the critical need for evaluation by establishing an evaluation team. An evaluation strategy has been designed to encompass the total process of determining the value or success in achieving the pre-determined objectives or accomplishments of programs and projects operating with LEAA funds.

Evaluation is basically an assessment of program activity. It should be a continuing process which takes place before, during, and after the operation of a project. It is one of the goals of the Board of Crime Control to see that evaluation becomes an integral part of the planning and subgrant application process.

The Montana Board of Crime Control has assigned three individuals to devote the majority of their time to evaluation. The evaluation process is one of the functions of the Bureau of Standards. The Bureau Chief will devote approximately 20 percent of his time to the administration of program/project evaluations.

Four field representatives will devote approximately 25 percent of their time to monitoring programs and projects within the 5 regions. The planning specialists within the Planning Bureau will also devote a portion of their time to the monitoring/evaluation process.

The former difficulty in criminal justice project evaluation has been the lack of a sound program rationale in the project description. The narrative should contain a qualitative statement of intent. A major problem in the past has been performing evaluation as an afterthought rather than using evaluation as an integral part of the planning process.

All subgrants meeting predetermined criteria established by the SPA will be required to contain clear and quantifiable statements of their expected results and all major applications must be accompanied with pertinent support data. This will help applicants define more clearly what they want to accomplish and will assist in structuring projects. The SPA will encourage realistic planning in the design of subgrant applications and will assist with the evaluation plans to help generate quality subgrant applications.

All subgrants will be subject to evaluation by the SPA if: (1) they are in excess of \$5,000; or (2) they involve the funding of personnel; or (3) they involve the funding of construction or remodeling; or (4) they involve funding for special or confidential expenditures.

Internal or performance objectives will be evaluated as well as external or impact objectives. Internal refers to the process or inner workings of the program and external refers to the impact or outcome of the program. The SPA will require a documentation of the impact or effectiveness that the project or the program has had upon crime or the criminal justice system.

#### Program/Project Planning

The evaluation team of the SPA has the responsibility of developing and implementing policies and procedures to ensure the comprehensive evaluation of criminal justice activities supported by the Board of Crime Control.

Evaluation can be successfully accomplished only through cooperation of the local units of government applying for federal funds. To assist the local units in preparation of quality subgrants, the SPA has prepared a basic systematic planning format to be used as a guideline by local agencies. Evaluation is basically good planning and must be considered as a first step in the grant application process.

The following requirements are excerpted from the planning format designed by the SPA for the use of applicants in preparing the narrative portion of subgrant applications. Proper attention to these six steps should provide a realistic plan of action capable of being evaluated.

The six steps are:

1. Identify and define the problem - Each problem addressed is composed of two parts:
  - A. a brief, precise description of the nature of the problem or problems, and
  - B. an estimate of the size or extent of the problem in numerical terms. This is necessary to establish the boundaries of the problem and it requires specific information of two types: first, quantitative data derived from crime statistics and other numerical information, and second, personal judgement expressed qualitatively where possible.



## 2. Define the Objective(s)

Each subgrant meeting the evaluation criteria must contain a well defined measurable objective and a statement of intended impact. Objectives should be quantified, time phased, related to the criminal justice system, and directed to problems within the community.

Procedure for establishing objectives are: (A) examine the problem thoroughly; (B) assess the available criminal justice resources; (C) select the proper level of resources to be directed at the problem; and, (D) describe the intended impact or effectiveness in measurable terms.

## 3. Describe the Environment

Briefly describe the immediate environment or the community in which the project will take place. This should encompass size, social characteristics, and demography that may have a relationship to the project. Environment considers which criminal justice system activities will be accepted within the community and indicates if the project will survive and gain future support.

## 4. Define the Constraints

Constraints are laws, regulations, or other possible hindrances to the project. The availability of necessary resources such as time, money, and trained manpower should be accounted for.

## 5. Discuss Implementation Plan

The narrative should include the method of implementation. It is necessary to list the order of tasks to be taken, and assign staff to perform those tasks throughout the project. Any lengthy project should be time phased.

## 6. Describe the Data Collection Method

Outline the type of data to be collected and who will collect it. Include copies of forms and reports used. The four basic reports required by the SPA on most subgrants are the original subgrant application, the first progress report, quarterly reports, and a final report. All of these comprise evaluation input.

## Program/Project Implementation

While the responsibility of program/project implementation rests primarily with the subgrantee, the four regional representatives in the five regions will periodically check to see that the projects have been successfully implemented according to the grant provisions and ensure that the required reports are submitted to the SPA.

However, there will be instances when applicants or subgrantees will require assistance from, and consultation with, the SPA staff. The SPA will provide assistance and consultation through preapplication and post/application conferences.

### PRE-APPLICATION CONFERENCE

A pre-application conference will be required on the proposal level, or prior to submission of an application, if the state or local agency requests support for an innovative or pilot project or if the subgrant does not fall within the establishment criteria. Some applications may or may not be within the scope of the state comprehensive plan, but they do generate future planning interest and stimulate new approaches to problems within the criminal justice system.

### POST-APPLICATION CONFERENCE

A post-application conference will be required with all subgrantees who have been awarded LEAA funds that involve (1) special conditions, (2) special or extraordinary expenditures or grants, (3) innovative programs, or (4) unusually large grants. Implementation of a program or project is not difficult when all ground rules have been established in a straightforward manner.

## Program/Project Evaluation

The basic methods of evaluation to be used by the SPA will contain both subjective (personal) and objective (clinical) elements or a combination of both.

A sound evaluation process requires steady interaction with the individuals working with the program. An evaluation may be based upon an appraisal of the program by individuals who are a part of it, by those who are receiving the services of the program, and by those observing the program. A personal evaluation is highly subjective and is dependent solely upon the observations and project familiarity of the evaluators.

The objective or clinical approach to the evaluation includes the analysis of data provided by the program. The scope and structure of the program will be determined by the quantity and type of required data.

Internal data describing the capability of an agency to provide service to various segments of the criminal justice system will measure the method in which the program has achieved its results (e.g., training).

External measures will describe the sources of the program in countering crime. Such data shows reduction of crime rates, clearance rates, and other measures.

### Evaluation Methods

Evaluation plans will be made while the project is being developed and at that time an evaluator will be assigned to the project. The evaluations conducted this year will be geared to quantitative analysis rather than scientific.

#### 1) Comparison

A basic evaluation method is simply to compare the effect of the program with some existing standard that is accepted and known to be valid.

#### 2) Before and After

The before-and-after method measures the operation or the activities within a project after the application of a treatment. However, this method requires a substantial data collection effort which must be tabulated before the date of implementation.

### 3) Time Series

The time series method is similar to the before-and-after method but it requires considerable historical data which is necessary to establish a pattern in an event or events. The time series is used to document changes that have occurred and does not seek to explain the causes, but it is valuable in establishing trends that have been in effect over previous years. The success or failure of a program can be determined when an activity is directed to alter a predictable trend and a significant change in that trend occurs over a period of time.

### 4) Cost Effectiveness

A cost effectiveness analysis can be used to determine the impact of a project in terms of dollars. The units of benefit derived from the total cost of the project give an idea of the effort required to reach benefits at the expenditure of various resources. Cost effectiveness, however, does not consider the other important factors of product quality and the service derived.

### Effect of Future Planning

A successful evaluation will provide the answers to two levels of questions basic to the life of the project and future planning. The first level of questions deals with the operation of the project itself.

1. Has the project been successfully implemented and is it progressing satisfactorily?
2. Are the objectives that were originally designed for the project being met?
3. Have unforeseen problems appeared to hinder progress or have circumstances changed the nature and operation of the project?
4. What impact did the project have on the criminal justice system either directly through the achievement of objectives or indirectly through unexpected results or side effects?

When all the above questions have been answered, the future operation of the project can be successfully determined by the SPA through a second level of questions that will be asked.

1. Should continued funding for the project be considered and should future funding for similar or like projects be considered?
2. Should funding be terminated immediately or should the project be allowed to continue to the grant expiration date?
3. Should the project be modified?
4. Does the project have sufficient merit or value to be transferred to another geographical area or should the scope of the present operation of the project be expanded to obtain optimum effectiveness?
5. Has the project contributed to the SPA planning goals and objectives?

In order to assist the SPA staff with the evaluation and monitoring of programs and projects, a subgrant project review guide has been designed to provide a foundation for the assessment of program/project effectiveness. This guide will be used as the basic instrument for evaluation.

The SPA anticipates that some applications submitted for funding will contain an evaluation plan designating independent evaluators. The SPA will review these components for compliance with SPA evaluation standards and will monitor independent evaluation efforts.





